United Nations DP/DCP/TCD/1

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
28 July 2005
English
Original: French

Second regular session 2005
6 to 9 September 2005, New York
Item 4 of the provisional agenda
Country programmes and related matters

Draft country programme document for Chad

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05-44561 (E) 230805 240805

Introduction

1. This draft country programme was developed by the Government of the Republic of Chad and the United Nations Development Programme (UNDP) within the framework of the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) launched in February 2004 with the participation of all stakeholders: the Government, United Nations agencies, other development partners and civil society, including the private sector. The strategic areas of focus outlined in this framework are thus aligned with those of UNDAF and the main macroeconomic and sectoral strategies adopted by the country concerning good governance and poverty reduction.

I. Situation analysis

2. The Chadian people is affected by increasing extreme poverty: the country's human development index (HDI) value in 2002 was 0.379, ranking it 167th in the world out of 177 countries. As the Common Country Assessment (CCA) stated, most of the other available social and economic indicators show a decline in living standards. More than two out of every three persons lives below the international poverty line of $1 per person a day. The proportion of the population affected by malnutrition is 32 per cent, whereas the proportion of the population which does not receive the caloric minimum is 44.2 per cent. The net primary enrolment ratio is 56.6 per cent; the ratio of girls is lower: 40 per cent in primary education, barely surpassing 20 per cent in secondary education, and 15 per cent in tertiary education. Infant and child mortality and maternal mortality rates remain high, at 194 per 1,000 and 827 per 100,000 live births, respectively. Only 31.3 per cent of the population has access to drinking water. Although these indicators date from studies conducted in 1997-1999 and 2000, the situation has not improved, and it can be reasonably expected to have worsened in many cases, particularly with respect to the ecosystem.

3. Concerning the rapid spread and devastating economic and social consequences of HIV/AIDS, the pandemic is posing acute development problems for the country which are only partially reflected by available statistics. According to various sources, the HIV infection rate among adults is between 5 per cent and 12 per cent. While these estimates may be lower than actual nationwide rate, they underscore nevertheless the seriousness of the problem of AIDS and give good reason for including the fight against this pandemic as a strategic area in this draft country programme.

4. The weakness of democratic governance in Chad is multifaceted. Efforts should be made to ensure more transparent administration and strict enforcement of accountability. The separation of the legislative, executive and judiciary branches must be strengthened to make the institutional, political and legal framework conducive to the implementation of development activities. In addition to their feeble independence, the legal and judiciary systems are inaccessible to most Chadians because of the costs and distances involved. Civil society is relatively active and involved in the areas of human rights protection and combating extreme poverty. This participation is still hindered by all kinds of gaps, including the limited material, financial and human capabilities of civil society organizations. Generally, the involvement of these organizations, political parties, the private

sector and all social actors has yet to be developed, including the establishment of a favourable legal and regulatory framework. Furthermore, the media sorely lack resources, and the public's access to economic and social information remains restricted because of delays in implementing laws and legislative documents.

5. The situation of the Republic of Chad is characterized by:

- Recurring crises and lack of humanitarian assistance security for inhabitants of the eastern border in the aftermath of the conflicts in the Sudanese Darfur region, which consequently pose a potential threat to the relative political and economic stability which the country has enjoyed for several years;
- The presence of mines and unexploded ordnance left over from years of internal conflicts, which hinder the implementation of development projects and exacerbate the poverty of the population in the affected zones.

6. There are some promising prospects for resolving the crisis especially through the exploitation of oil resources, which would enable the country to double its budget resources and would have positive effects on the growth of the economy of Chad and the social conditions of its inhabitants. The Chadian economy, driven by investments in oil, registered a growth rate of 9.3 per cent in 2002 and 9.5 per cent in 2003. The growth rate of real gross domestic product (GDP), which was propelled by oil exploitation and exports, is estimated at 35.9 per cent for 2004. This rate will stabilize at 4 per cent on average during the 2005-2020 period.

7. Benefits from oil exploitation depend, however, on the capacity of the country to invest oil revenues in effective public projects which will create capacities for production and consumption in the country. Progress has been made in the establishment of oil revenue management arrangements with the adoption of presidential decrees instituting mechanisms and regulations for allocating these revenues under the supervision of the College for the Control and Monitoring of Oil Revenues. Budget allocations have even increased in priority areas for poverty reduction such as health, education, infrastructures and rural development. These allocations, however, are still characterized by insufficient absorptive capacity and misuse of funds. The result is that budget appropriations are significantly skewed towards non-priority sectors.

8. The Government has undertaken a poverty reduction strategy to respond to the foregoing situation and in the light of its level of indebtedness. The country is now participating in the Heavily Indebted Poor Countries (HIPC) Debt Initiative, enhanced in 2001, which enabled it to improve its debt profile. Debt servicing, taking into account HIPC assistance, declined from 14.3 per cent of exports in 2002 to 7.2 per cent in 2003 and nearly 2 per cent in 2004. Outstanding external debt reached 772.329 billion CFA francs at the end of September 2004 versus 758.3 at the end of September 2003, or an increase of 1.8 per cent. There was a regular increase in outstanding external public debt (in billions of CFA francs), however, with an annual average growth rate of 20 per cent during the 1993-1999 period. In less than 10 years, outstanding external public debt has doubled.

9. After more than a year without a macroeconomic programme, progress made during the second half of 2004 made possible the conclusion of a medium-term programme (2005-2007) with support from the Poverty Reduction and Growth Facility (PRGF) and the main development partners: the World Bank, European Union, Assistance Fund for French Cooperation and United Nations agencies. The

programme has identified three areas: (i) maintenance of a stable macroeconomic environment conducive to development of the private sector and investment, particularly in the non-oil sector; (ii) strengthening of good governance; and (iii) accelerated implementation of strategic sectoral policies for the country's development.

10. The frame of reference for all these programmes is the national poverty reduction strategy (NPRS) developed with the support of UNDP. It covers the period from 2003 to 2015 and is divided into five main areas: (i) promotion of good governance, including through strengthening of the rule of law and the capacities of civil society; (ii) maintenance of strong and sustained growth, inter alia through emphasis on sources of growth, promotion of the private sector and development of the priority sector of infrastructures; (iii) improvement of human capital; (iv) improvement of the living standards of vulnerable groups; and (v) restoration and protection of ecosystems. Distinct national strategies, moreover, have been based on the major aspects of the National Poverty Reduction Strategy, including the National Strategy for Good Governance, the integrated rural development programme and the National Strategy against Mines and Unexploded Ordnance.

11. Whereas all development partners consider the poverty reduction strategy document (PRSD) as the sole, if not the main, frame of reference for their interventions in Chad, much remains to be done to ensure that its importance is recognized effectively at the national level in order to align the macroeconomic strategy with strategies implemented at the sectoral level and to ensure monitoring and evaluation of its impact on the living standards of the poor.

II. Past cooperation and lessons learned

12. UNDP was able to programme its activities effectively due to the stable political situation. The 2001-2005 cooperation framework focused on two areas: (i) governance, with special emphasis on decentralizing and modernizing the Civil Registry and supporting economic management reforms; (ii) poverty alleviation, with special emphasis on support for income-generating activities, environmental protection and the fight against HIV/AIDS.

13 A midterm review of the 2001-2005 programme conducted in 2003 confirmed the relevance of these areas of concentration in light of the Government's priorities and the situation in the country. UNDP assistance during the programme period was considered beneficial in that it helped support the Government in drawing up strategies, action plans and programmes in important sectors such as the environment, water, housing, justice and poverty alleviation.

14. The advocacy that was conducted throughout the period, based in particular on the first National Human Development Report, led to the national ownership of governance, poverty alleviation and gender issues. These subjects are now an integral part of national programmes such as the National Poverty Reduction Strategy, the National Strategy for Good Governance and the above-mentioned macroeconomic programmes.

15. A strategy of dialogue and openness enabled the mobilization of a significant volume of extrabudgetary resources, in conjunction with the expenditures by the Government, the European Union and the Assistance Fund for French Cooperation.

However, it is imperative to establish and systematize coordination and consultation mechanisms among the development partners as well as between them and the Government to develop synergies and strengthen the effectiveness and impact of the activities.

16. It is primarily through the provision of support for grass-roots communities that UNDP activities have had and continue to have a marked quantitative and qualitative effect on groups employed in income-generating activities, such as market gardening, who have improved their income somewhat and, therefore, their access to quality social services (health, education).

17. Generally speaking, the following lessons can be drawn from the implementation of the UNDP cooperation programme in Chad: (i) the programme approach and participatory process have proven to be effective means of coordinating development actions and promoting strategic partnerships, resource mobilization and national ownership of programmes and projects designed to ensure that their achievements are sustainable; (ii) activities in support of humanitarian coordination undertaken on behalf of refugees and people in areas affected by conflict have demonstrated the relevance and effectiveness of a crisis-resolution strategy based on the humanitarian aid-development continuum; (iii) owing to the paucity of resources, it is necessary to focus on advisory and support activities and concentrate on a small number of areas of support; (iv) general use of the national implementation procedures requires stronger governance, which is a condition for transparent management within the framework of UNDP rules and procedures; (v) the use of the national execution modality, which is called for more and more frequently in partnership agreements, requires a strengthening of the human capacities of the Office of the United Nations Resident Coordinator; (vi) the application of UNDP rules and procedures continues to be viewed as a bureaucratic burden that weighs down the implementation of programmes and projects; (vii) a policy of stable employment of Chadian personnel who work with UNDP programmes and projects is called for.

III. Proposed programme

18. With respect to the priorities set out in the poverty reduction strategy document (PRSD) and the UNDP areas of activity, the country programme document focuses action on the problems of governance. This is an area where UNDP enjoys a certain comparative advantage and which is particularly relevant to the current situation in Chad, a country that is seeking ways and means to utilize its oil revenues effectively and democratically, so that it can respond appropriately to the problem of human underdevelopment. Support for good governance is also needed to create favourable conditions for poverty alleviation actions. In this area, the country programme aims to achieve four targets of the Millennium Development Goals (MDGs): the reduction of income poverty, environmental protection, increased access to drinking water, and a reduction in the spread of HIV/AIDS. Two other such targets are being pursued within the framework of support for economic governance in order to promote trade and mobilize development assistance.

A. Link with UNDAF

19. The urgent necessity of seizing the opportunities of the oil age constitutes the main theme of the United Nations Development Assistance Framework (UNDAF), which was drafted by United Nations agencies in close collaboration with other development partners to enhance synergies and strengthen the impact of their activities during the 2006-2010 period, in accordance with the priority cooperation areas set out in the common country assessment. UNDAF 2006-2010 comprises five strategic areas for action by the United Nations system in Chad, which are structured around the main theme: (i) enhancement of human capital; (ii) promotion of good democratic and economic governance; (iii) restoration and protection of the ecosystems; (iv) anticipation and management of crises and emergencies; (v) the fight against HIV/AIDS. UNDP will contribute to each of these five areas of activity, while focusing its activities on the strategic area of good governance.

B. Programme objectives

Subprogramme 1
Promotion of good governance

• Strategic area 1.1: Democratic governance

20. With respect to democratic governance, UNDAF seeks to enable the population and civil society organizations to participate in and monitor the decision-making process in the field of public affairs management. The country programme will help to achieve this objective by concentrating on the theme of participation in two principal areas. In the first, the ultimate aim is to improve the democratic process through the establishment of more credible mechanisms and institutions, a permanent dialogue among the Government, the opposition and civil society on judicial reform, and the active participation of the people in the management of local development. Actions will focus primarily on improving the electoral process, decentralization and the organization of regular meetings among the Government, the opposition and civil society. The second area concerns the effective participation of the principal national actors in promoting human rights. UNDP will help strengthen the capacities of the aforementioned actors, ensure that they are aware of human rights and encourage their participation in developing and implementing a plan of action to promote human rights. Specifically, UNDP will conduct awareness-raising campaigns on the right to register with the Civil Registry as well as the importance of doing so. A databank will also be set up.

• Strategic area 1.2: Economic governance

21. With regard to economic and business governance, UNDAF is seeking to build an enabling environment for creating a process of endogenous development and to promote an enterprising private sector that will provide non-oil-related growth. With respect to the enabling environment, measures set out in the country programme will strengthen the Government's capacity to coordinate development and mobilize and efficiently utilize internal and external resources, so that Chad can develop the production and consumption capacities needed to integrate its economy into the regional and subregional area. UNDP support will focus on establishing strategic programming instruments (macroeconomic framework, medium-term expenditure

framework, and programme budgets) in the ministries dealing with poverty alleviation and the defence of human rights (health, education, rural development, infrastructure and justice). These instruments will enable the utilization of oil and non-oil revenues on the basis of sectoral and macroeconomic strategies that contribute effectively to human development and the achievement of the MDGs. UNDP will also support the mechanisms established by the observatory for poverty to monitor and assess the national poverty reduction strategy, the achievement of the Development Goals, and sustainable human development (SHD) and will contribute to the development of reliable indicators for this purpose. UNDP will continue its collaboration with other partners (IMF, the World Bank, the European Union and France) who are active in the field of management capacity enhancement. A round table will be held to help mobilize additional resources to supplement the oil revenues, which are still insufficient to meet the country's immense needs. The round table will also provide an occasion to hold a dialogue on macroeconomic and sectoral policies and strategies. UNDP will also act as facilitator in the implementation of the plan of action for the integrated framework for foreign trade. The plan of action aims to diversify the sources of growth in the Chadian economy by alleviating the constraints that hinder its integration into regional and world trade.

- **Strategic area 1.3: Strengthening crisis preparedness and management capacities**

22. One of the lessons learned by the United Nations agencies from crisis and the emergency situation in the eastern part of the country is that UNDAF must help Chad improve crisis preparedness and management. To help accomplish this, UNDP and the Chadian Government set out two objectives in the country programme. Firstly, State and non-State national institutions will improve their ability to forecast and respond adequately to crisis and emergency situations by developing or strengthening conflict and disaster prevention mechanisms and by strengthening their ability to mobilize resources and better identify the essential needs of refugees, displaced persons, host communities or other victims of disasters, mines and undetonated ordnance. Secondly, the Government will improve peace and security by supporting mine clearance, reducing the proliferation of light arms, supporting the demobilization and reintegration process and easing conflicts among communities.

Subprogramme 2
Poverty alleviation

- **Strategic area 2.1: Improvements in human capital**

23. With respect to human capital, the aim of UNDAF is to enable the most deprived sectors of society to improve their living conditions. UNDP plans to contribute in two ways, within the framework of the country programme. Firstly, it will directly enhance the capacity of institutions and communities to increase people's incomes. Financial (microfinance) and economic incentives for manufacturing, processing and marketing will be developed in growth areas such as water or shea production. Institutional capacities will be enhanced in order to provide the population with improved sanitation, housing and water-supply services. In the area of poverty alleviation, the country programme will focus on the

dissemination and use of successful techniques in public housing construction and water supply on a reduced scale (a town, a region, a community or a structure) so that they can be adopted and widely applied. Greater advocacy will be required to ensure greater involvement by non-governmental organizations and major donors such as the European Union, the African Development Bank (AfDB) and France.

• Strategic area 2.2: Management of natural resources and ecosystems

24. The desired outcome under UNDAF with regard to natural resources and ecosystems is to improve management of them by 2010. The contribution of UNDP to that effect will be to enhance the capacity of the Government and local communities, with the aim of achieving sound management of biodiversity and ecosystems. At the end of the cycle, UNDP activities will also have helped to provide the country with the human capacity for devising and implementing strategies and planning and management instruments in the sphere of climate change. UNDP will then support the establishment of mechanisms for monitoring and evaluating the management of natural resources, in particular water resources. Incentives and coercive measures as well as training and public information plans will be supported in order to induce communities and private companies to use production techniques and energy sources which are favourable to environmental protection or natural resource restoration, in particular in protected areas (national parks, reserves, etc.).

• Strategic area 2.3: Support for the fight against HIV/AIDS

25. In the area of the fight against the AIDS pandemic, the contribution of UNDP to UNDAF in stabilizing prevalence at 4.8 per cent will take the form of reaching this objective in two targeted regions, while providing institutional support directed towards making the national HIV/AIDS response more visible and better coordinated. In the targeted regions, work by UNDP will be directed towards increased community involvement so as to provide the population with adequate prevention and treatment services. In addition, by supporting activities aimed at lessening discrimination and stigmatization of persons infected and affected, UNDP will help in providing those persons with psychosocial assistance, which is an essential complement to the medical care.

IV. Management, monitoring and evaluation of the programme

A. Implementation modalities

26. The modest results observed in the national execution (NEX) modality in the context of the previous planning period point to the need for a systematic effort to upgrade national capacity. In the meantime, this execution modality will be applied wherever there are capacities for planning, programming and management at the national level.

27. From this point of view, and in order to ensure better ownership of projects/programmes by national entities, UNDP will support the Government in: (i) training towards use of the national execution modality; (ii) systematic adoption of the participatory approach and partnership with NGOs; (iii) technical cooperation among developing countries (TCDC); (iv) the use of the direct execution modality;

(v) calling on United Nations Volunteers (national and international); (vi) utilization of specialists from the Subregional Resource Facility (SURF) or the skills map; (vii) the involvement of the agencies of the United Nations system, in line with their respective comparative advantages.

B. Monitoring and evaluation

28. The management of the current country programme will be based on the development of a monitoring and evaluation system incorporating, for each of the action areas proposed, the results expected and the progress indicators selected for the UNDAF Strategic Results Framework. It will thus be necessary, on the one hand, to develop the relevant tools and, on the other, to put reliable data-collection mechanisms and an operational statistical-information system in place, within the programmes and projects to be implemented.

29. The performance of the country programme will be evaluated annually, using the instrument from the Strategic Results Framework. The programme will be the subject of a joint midterm evaluation by all the agencies of the United Nations system. In addition to the monitoring and evaluation mechanisms, thematic evaluations and impact evaluations will be carried out through the Resident Coordinator system. These exercises will make it possible to adjust, if necessary, the objectives of the programme in the light of the final content of UNDAF and developments in the national context.

C. Resource mobilization

30. It is envisaged that additional resources will be mobilized to implement the present country programme, supplementing the core resources of UNDP. In this respect, the Office's resource mobilization objectives are largely dependent on the country's low absorption capacity. They will be revised upwards as this constraint is mitigated. The resource mobilization strategy will thus be based on: (i) enhancement of the absorption capacities of the Government bodies involved; (ii) widening and strengthening of the policy dialogue, and support for organization of sectoral or thematic consultations; (iii) accelerated disbursement of national counterpart financing for the programmes, and systematic cost-sharing with the Government; (iv) the search for or strengthening of a partnership with the private sector, and multilateral and bilateral donors; (v) financing from special earmarked funds set up by UNDP. The third area relating to crisis prevention and management capacities, which will require major funding, will primarily be financed from resources other than TRAC 1 and 2 (target for resource assignment from the core).

Results and resources framework for Chad (2006-2010)

UNDP component 1	*Programme outcome*	*Results*	*Result indicators*	*Role of partners*	*Estimated resources (in US dollars)*
UNDAF outcome 2: By 2010, populations and civil society organizations will participate in and monitor in an equitable manner, the decision-making process in the development and management of public affairs; at the national level, the social, economic, political and legal environment will create a process of autonomous development and will guarantee respect for and expression of human rights.					
Strategic area 1.1: Democratic governance					
Promoting good governance	The democratic process is improved through more credible mechanisms and institutions, ongoing dialogue among the Government, opposition and civil society, and active participation by the population in the management of local development	– Donor support for the electoral process coordinated – The framework for decentralization approved and implemented – Reform of the justice system steered	A reserve fund set up as from May 2006; monthly donor meetings Framework validated in September 2005; law on the transfer of jurisdictions adopted; local elections held in at least 70% of the communes Legal databank updated and accessible to the professionals in the justice system At least two legal clinics operating; appeal courts of Moundou and Abéché established	– UN (DPA) (evaluation of the situation, electoral planning) – European Union (examination of the electoral rolls, monitoring, reform of the justice system, decentralization) – France (logistics, printed and electronic dissemination of documents, reform of the justice system, decentralization) – GTZ (decentralization, local development) – World Bank (decentralization, local development)	**Regular resources** TRAC 1 750 000 **Other resources** 6 950 000
	The Government and civil society organizations participate actively in the promotion of human rights	– A plan of action to promote human rights adopted and implemented – Civil society's capacity for advocacy enhanced	– At least one training course per year for the security forces – Human rights observatory established within the National Committee for Human Rights, plan of action ready in December 2006 – Computerized databank on civil records operational – Three-year strategic plan of the Organization of Non-Government Entities of Chad (OANET) adopted and implemented	– Office of the United Nations High Commissioner for Human Rights: co-financing, training – France/AIMF: computerization of Civil Registry records – UNICEF: Civil Registry records – UNFPA: Civil Registry records – European Union: Civil Registry records, platforms – OANET	**Regular resources** TRAC 1 750 000 **Other resources** 3 350 000

UNDP component 1	*Programme outcome*	*Results*	*Result indicators*	*Role of partners*	*Estimated resources (in US dollars)*
			Strategic area 1.2: Economic governance		
	The Government coordinates development, mobilizes internal or external resources, and uses them in an effective manner such as to create production and consumption capacities in a regionally and subregionally integrated economy	– The instruments for framing the budget programming (macroeconomic framework, medium-term expenditure framework, programme budgets) are in habitual use in the ministries which are the primary beneficiaries of oil resources (Health, Education, Rural Development, Infrastructure, and Justice) for the fight against poverty and the defence of human rights – Projects for an integrated framework for foreign trade implemented	Programme budgets of the priority ministries drawn up; 30 national-level senior officials familiar with the process Models for macroeconomic framing in the relevant bodies (offices of economic forecasting, Statistical Institute) ready – Regulatory framework improved	– Government (Directorate for Studies and Planning and Ministries' Directorates for Administration and Finance): coordination and preparation of programme budgets – UN system: technical support for coordination and preparation for programme budgets – Other partners (France, EU, ADB, WB, etc.): financial and technical support – Ministry of Trade, World Bank	**Regular resources** TRAC 1 1 800 000 **Other resources** 2 000 000
		– Operational mechanisms and reliable indicators in place for the Observatory for Poverty to monitor and evaluate NPRS, Millennium Development Goals and SHD – Sectoral round tables are held for resources mobilization and policy dialogue	Data-collection system strengthened; DevInfo operational; Observatory and other users supplied regularly Consensus on policies, 80% of the funding needs mobilized	– Ministry of Planning (Directorate for Development Planning) – Steering Committee of the Observatory for Poverty – INSEED/Committee on Statistical Programmes – France, EU, ADB, etc. – Civil Society Organization: members of the Observatory – Donor community: dialogue and funding	

UNDP component 1	*Programme outcome*	*Results*	*Result indicators*	*Role of partners*	*Estimated resources (in US dollars)*
UNDAF outcome 4: By 2010, better preparation for and management of crisis and emergency situations					
		Strategic area 1.3: Strengthening of crisis prevention and management capacities			
	The Government has appropriate mechanisms for preventing and managing conflicts and crisis and emergency situations	– The institutional arrangements for preventing and managing crisis and emergency situations in place and operational at local/community level – 22% of the areas containing mines and shells cleared and made usable again – The Government has an action plan for the demobilization and reintegration of the combatants – The national system for controlling small arms is effective	National plan for the prevention of natural disasters approved; early warning system ready; humanitarian coordination mechanism in place; 10% cleared between now and 2007; mine-clearing project evaluated, 50% of the inhabitants of the area made aware – Action plan approved – National Reintegration Committee restructured – Inter-ministerial committee to combat the proliferation of small arms set up; Chadian national legislation amended and harmonized in accordance with international and regional conventions – A new law on the carrying and ownership of weapons drawn up and adopted – A computerized database of weapon stocks established and regularly updated	Ministries of Planning, Administration of the National Territory, Social Action and the Family and Defence, Directorate for Civilian Protection, National Commission for Receiving and Reintegrating Refugees National Directorate for NGOs, National High Commission on Demining, Governments of the United States of America, Switzerland and Sweden, Mine Advisory Group, National Committee on Reintegration, National Directorate for Demobilization, World Bank, French military cooperation	**Regular resources** TRAC 1 3 530 000 **Other resources** 2 500 000
	The Government has appropriate resources to meet its obligations with respect to the Ottawa Treaty	The National Strategic Plan to Eliminate Mines and Unexploded Ordnance is implemented	By the end of 2007, areas classified as high-impact or medium-impact cleared or marked The population of those areas trained and risky behaviours eliminated	National High Commission on Demining: planning, coordination, resource mobilization NGOs: supervision of operations in the field Donor community: contribution to financing of National Strategic Plan to Eliminate Mines and Unexploded Ordnance	**Regular resources** 1 000 000

UNDP component 2	*Programme outcome*	*Results*	*Result indicators*	*Role of partners*	*Estimated resources (in US dollars)*
UNDAF outcome 1: By 2010, in the areas where the United Nations system is active, the poorest social sectors will improve their living conditions (increased income, assured food security, reduced moderate and severe malnutrition in children under five, reduced morbidity and mortality, improved access to drinking water and sanitation, quality education guaranteed for all children, particularly girls)					
		Strategic area 2.1: Enhancement of human capital			
Achieve the Millennium Development Goals and reduce poverty	By 2010, 30,000 Chadians with an income below 1 dollar per day will be earning more than 1 dollar per day in the targeted regions	– 20 women's groups (around 400 women) double their production of shea butter and sell it – 1,000 production units set up – 25 cooperatives receive production loans from COOPEC	20 women's groups established A cooperative set up 100 tons of shea butter sold Five cooperatives set up per year; COOPEC audit	Ministries of Social Action and the Family, the Environment, Agriculture, Livestock, Territorial Administration, Town Planning and Habitat, Town Halls, World Vision, URCOOPEC	**Regular resources** TRAC 1 3 000 000 **Other resources** 250 000
	60,000 city-dwellers receiving quality sanitation services and having access to decent accommodation; management of drinking water decentralized	– At least 5,000 public-housing units constructed and five urban districts rebuilt – A regional water service operational in Mayo Kebbi Ouest	1,000 dwellings available per year; one district rebuilt per year; regional water service operational before the end of 2006 Local database on water resources in place before 2007	Ministries of Territorial Administration, Town Planning and Habitat, Environment and Water, Town Halls, UNDESA, EU, UN-Habitat, AFD	**Regular resources** TRAC 1 2 000 000 **Other resources** 9 000 000
UNDAF outcome 3: By 2010, natural resources and ecosystems will be well managed					
		Strategic area 2.2: Management of natural resources and ecosystems			
	The management of natural resources and the protection of the environment are governed by policies and laws in line with the international rules on environmental protection	– The country has a strategy and appropriate planning and management instruments in the area of climate change – A mechanism for monitoring and evaluating the natural resource management is ready – Mechanisms for participatory management of protected areas (national parks, reserves, etc.) in place and utilized	Strategy for adaptation to the effects of climate change drawn up Databases on water, flora and fauna in place; decrees and orders relating to the water code established By 2007, role of waterside populations defined; conditions for harvesting of wood laid down	Ministry of the Environment and Water: coordination, implementation and monitoring/CSO in the environment SCAC: co-financing UNDESA: implementation, support guidance UNOPS: implementation GEF: co-financing	**Regular resources** TRAC 1 1 873 000 **Other resources** 10 000 000

UNDP component 2	*Programme outcome*	*Results*	*Result indicators*	*Role of partners*	*Estimated resources (in US dollars)*
UNDAF outcome 5: The national response to HIV/AIDS will be coordinated and effective					
Strategic area 2.3: Support for the fight against HIV/AIDS					
	By 2010, the national response will be more visible as a result of new information and communication technologies, better coordinated and decentralized	– National information system on HIV/AIDS regularly updated – Coordination mechanisms operational in eastern Mandoul and Mayo Kebbi Ouest – Community debate approach developed in eastern Mandoul and Mayo Kebbi Ouest – Denial, discrimination and stigmatization of persons infected and affected reduced in eastern Mandoul and Mayo Kebbi Ouest	AIDS website updated every quarter Prefectoral committees set up – Community debate operational at seven sites (10 communities per site) in Mayo Kebbi Ouest and at five sites (10 communities per site) in eastern Mandoul; community action plan implemented – Analysis of the situation on the basis of the protocol for identification of discrimination with respect to persons living with HIV	Executive Secretariat PNLS: coordination and monitoring of the sectoral actions PNLS: coordination and monitoring Associations: assistance to communities in implementing action plans PNLS, associations: evaluation of the situation	**Regular resources** TRAC 1 1 270 000 **Other resources** 250 000

Abbreviations

ADB	African Development Bank
AFD	French Development Agency
AIMF	Association Internationale des Mères Francophones [International Association of French-speaking Mothers]
COOPEC	Coopératives d'Epargne et de Crédit [Savings and Loan Cooperatives]
CPD	country programme document
CSO	civil society organization
DAF	Direction Administrative et Financière [Directorate for Administration and Finance]
DEP	Direction des Etudes et Prévisions [Directorate for Studies and Forecasts]
DevInfo	Database for information management
DPA	Department of Political Affairs
DPD	Direction de la Planification du Développement [Directorate for Development Planning]
EU	European Union
FRPC	Facilité pour la Réduction de la Pauvreté et la Croissance [Poverty Reduction and Growth Facility]
GEF	Global Environment Facility
GTZ	German Agency for Technical Cooperation
HIPC	Highly Indebted Poor Countries
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
IMF	International Monetary Fund
MDG	Millennium Development Goals
MTEF	medium-term expenditure framework
NGO	non-governmental organization
NPRS	National Poverty Reduction Strategy (Stratégie Nationale de Réduction de la Pauvreté)
OANET	Organisation des Acteurs Non Etatiques du Chad [Organization of Non-Government Entities of Chad]
PIDR	Programme Intégré de Développement Rural [Comprehensive Rural Development Programme]
PNLS	Plan National de Lutte contre le SIDA [National Plan to Combat AIDS]

PRSD	Poverty Reduction Strategy Document
SCAC	Service de Coopération et d'Action Culturelle [Cultural Cooperation and Action Service]
SHD	sustainable human development
SNBG	Stratégie Nationale de la Bonne Gouvernance [National Strategy for Good Governance]
TCDC	technical cooperation among developing countries
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
UNS	United Nations system
WB	World Bank